

Vision

Children thrive in family environments free from abuse and neglect.

Mission

Successfully engage children and families to ensure safety, strengthen families, and achieve permanency.

Agency Description

DCS provides child abuse and neglect investigations; child safety and risk assessments; family support, preservation and reunification services, family foster care and kinship care services; services to promote the safety, permanence and well-being of children with foster and adoptive families; adoption promotion and support services; and health care services for children in out-of-home care.

Executive Summary

The Arizona Department of Child Safety (AZDCS) strategies have been developed and aligned to reach our vision.

- **Improve objective decision making in Investigations and Ongoing**
We seek to improve our practice through standardization, reduction of case transfer time and improved timeliness of service delivery.
- **Develop and retain a highly effective workforce that engages with child welfare partners to serve children and families**
We seek to develop a well-trained, well-coached, well-supervised and well-compensated workforce. This will translate to better outcomes for children and families.
- **Reduce length of stay for children in out-of-home care**
We seek to find permanency for all children within 12 months of entering care. When this is not possible, we seek the least restrictive placement and permanency options.
- **Provide a quality experience for children while in out-of-home care**
We seek to increase the number of care days children are placed in a family-like setting. We support each child's health, emotional, behavioral and educational needs, we want all of Arizona's children to thrive by building a network of supportive adults around them.
- **Reduce recurrence of maltreatment by providing quality service**
We seek to continuously monitor and improve our processes and systems from intake to permanency in a culture of safety for all

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Improve objective decision making in investigations and case management	2017	We have expanded the case transfer process to 12 offices; since installation there were updates to standard work and policy completed in March 2019; Kaizens to standardize and improve supervision of investigations, in-home and out-of-home case management were conducted and will be tested.
2	Develop and retain a highly effective workforce that engages with child welfare partners to serve children and families	2016	We have created a <i>Supervision Coach</i> program and our Program Managers and Supervisors have begun working with coaches on administrative and clinical supervision which includes safety assessment, clinical case management and management systems. Day 1 as a new Sup training is in development.
3	Reduce length of stay for children in out-of-home care	2017	We are increasing supports for kinship and family-finding efforts like <i>Fostering Sustainable Connections</i> as well as performing more timely investigations and service delivery to reduce the time children stay in out-of-home care.
4	Provide a quality experience for children while in out-of-home care	2017	We are currently working to improve our placement array, supports to kinship and helping our youth transition to adulthood. We treat every child and family as if they were our own, with the relentless goal of ensuring safe and strong family connections.
5	Reduce recurrence of maltreatment by providing quality service	2017	We actively manage ourselves and our service providers in data-driven partnership with the ultimate goal of improving parental resilience and the social and emotional competency of children.

Strategy #	FY20 Annual Objectives	Objective Metrics	Annual Initiatives
1	Improve timelines to permanency	<ul style="list-style-type: none"> Increase the percentage of children achieving permanency within 12 months of entering foster care Of children in foster care for 12 months or more at the start of the year, increase the percentage achieving permanency by the end of the year 	<ul style="list-style-type: none"> Standardize referral and delivery of in-home case management Implement a clinical case management practice model Increase successful transition to adulthood of all children 14+ while in foster care Improve the timeliness and appropriateness of permanency goals
2	Increase the placement of children in a family-like setting	<ul style="list-style-type: none"> Decrease the number of placement moves per 1,000 care days Increase the percentage of care days spent in a family setting 	<ul style="list-style-type: none"> Improve supports to kinship families Improve the system-wide placement array for children in foster care (traditional, medical, developmentally disabled, behavioral health, and detention)
3	Improve employee retention through improved Supervision	<ul style="list-style-type: none"> Reduce agency employee turnover Reduce Supervisor turnover Percentage of leaders receiving coaching on a monthly basis Increase proficiency score of Supervision Coaches 	<ul style="list-style-type: none"> Implement leader selection and development processes Define and implement training: Day 1 as a new Supervisor Design and implement the Supervision Coach Program
4	Develop and implement the agency IT infrastructure	<ul style="list-style-type: none"> Complete 100% of IT implementation plan 	<ul style="list-style-type: none"> Implement Guardian
5	Implement an Integrated Health Plan	<ul style="list-style-type: none"> Percent of identified EPSDT services delivered Percent of identified EPSDT services delivered on time Complete 100% of ASO model integration 	<ul style="list-style-type: none"> Finalize and launch RFP for Behavioral Health-Administrative Services Organization model integration Develop and implement organization and processes that support quantifying and measuring delivery of EPSDT services